

EXECUTIVE SUMMARY

Purpose: The purpose of the reassessment was to harvest those cultural norms, processes, best business practices and organizational structures which have worked well and also those which have not worked well. The purpose was not to evaluate, grade or otherwise critique the USACE Commands.

Method: The team reviewed subject material from three sources: (1) Existing material such as EIG reports and Command Staff Inspection reports were reviewed; (2) an e-mail notification of our web based survey was sent to all USACE Commands asking for input to specific questions; and (3) finally, seven districts, one center, and two divisions were interviewed. The team conducted separate interviews with members of the corporate team, middle management and at least two project delivery teams. The USACE Commands interviewed were selected based on their program size, program composition, organizational structure and geography. The interviews took approximately two days at each location.

Products: Based on the literature reviews, survey results and interviews, a report was prepared to document the overall effectiveness of the PMBP and best practices. The findings included recommended changes to program and project management business process policies, guidance, and best management practices, and the role of Middle Management in the PMBP.

Results: The team has made the following ten strategic recommendations: retain the USACE Strategic Vision; change the title of ER 5-1-11 to "USACE Project Delivery Process" (USACE-PDP); replace imperative number one; align all policies to ER-5-1-11; indoctrinate all employees in the USACE - PDP; empower Commanders to affect high graded developmental assignments; direct a synchronized and integrated USACE - PDP implementation; align all USACE echelons; establish a consistent decision matrix; include support services in the USACE - PDP; and address quality and safety issues.